

# EXHIBIT E

## Performance Review

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## Barnes &amp; Noble, Inc.

## Performance Document - Performance Review

## Manager Evaluation

Kelly Brown, Cafe Manager

Performance Review: 04/28/2013 - 05/03/2014

Region: 7 District: 124 Location: 02236

Reviewer: Nora Whitlock

The document status is Completed.

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## Section 1 - Competencies

## Competency 1: Approachability

Is easy to approach and talk to	4 - Talented
Spends the time to put others at ease	3 - Skilled
Is sensitive to the interpersonal anxieties of others	3 - Skilled
Builds rapport well	4 - Talented
Is a good listener	4 - Talented
Obtains info from others early, in enough time to react	3 - Skilled
Rating: 3 - Skilled	3.5

## Competency 2: Business Acumen

Knows how retail businesses work	3 - Skilled
Is knowledgeable about policies and trends affecting B&N	3 - Skilled
Knows the competition	3 - Skilled
Is aware of how strategies & tactics work in the marketplace	3 - Skilled
Rating: 3 - Skilled	3.0

## Competency 3: Composure

Remains calm under pressure	3 - Skilled
Does not get irritated or defensive in tough situations	3 - Skilled
Can handle stress and manage the unexpected	3 - Skilled
Acts as a settling influence in a crisis	4 - Talented
Rating: 3 - Skilled	3.3

## Competency 4: Customer Focus

Is dedicated to meeting the expectations of the customer	4 - Talented
Uses customer feedback to improve products and services	3 - Skilled
Acts with customers in mind	4 - Talented
Establishes effective relationships with customers	4 - Talented
Rating: 3 - Skilled	3.8

## Competency 5: Delegation

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Delegates both routine and important tasks clearly	3 - Skilled	
Communicates decisions	3 - Skilled	
Shares both responsibility and accountability	3 - Skilled	
Tends to trust people to perform	3 - Skilled	
Lets direct reports and others finish their own work	3 - Skilled	
<b>Rating:</b>	<b>3 - Skilled</b>	<b>3.0</b>

## Competency 6: Drive for Results

Can be counted on to meet or exceed goals	2 - Needs Development	
Is a consistent performer	3 - Skilled	
Is very bottom-line oriented	3 - Skilled	
Pushes self and others for results	2 - Needs Development	
<b>Rating:</b>	<b>2 - Needs Development</b>	<b>2.5</b>

## Competency 7: Directing Others

Is good at establishing clear directions	3 - Skilled	
Sets stretching goals and objectives for others	2 - Needs Development	
Distributes workload in a well-planned & organized manner	3 - Skilled	
Maintains two-way dialogue with others on work and results	3 - Skilled	
Brings out the best in people	2 - Needs Development	
Is a clear communicator	3 - Skilled	
<b>Rating:</b>	<b>2 - Needs Development</b>	<b>2.7</b>

## Competency 8: Functional/Technical Skills

Has the skills to do the job at a high level	3 - Skilled	
<b>Rating:</b>	<b>3 - Skilled</b>	<b>3.0</b>

## Competency 9: Hiring and Staffing

Hires the best people internally or externally	2 - Needs Development	
Is not afraid of selecting strong people	3 - Skilled	
Assembles talented staffs	2 - Needs Development	
<b>Rating:</b>	<b>2 - Needs Development</b>	<b>2.3</b>

## Competency 10: Integrity and Trust

Is widely trusted by others	3 - Skilled	
Is seen as a direct, truthful individual	3 - Skilled	
Can present the truth in an appropriate and helpful manner	3 - Skilled	
Keeps confidences	3 - Skilled	
Admits mistakes	3 - Skilled	
Does not misrepresent himself/herself for personal gain	3 - Skilled	
<b>Rating:</b>	<b>3 - Skilled</b>	<b>3.0</b>

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## Competency 11: Organizing

Can marshal resources to get things done

3 - Skilled

Orchestrates multiple activities at once to accomplish goals

4 - Talented

Uses resources effectively and efficiently

4 - Talented

Rating: 3 - Skilled

3.7

## Competencies Summary

3.1

## Comments:

Kelly, at the beginning of your transition to CM at Evanston, it was clear that you were becoming adept at café operations and B&N procedures and processes but we knew you would need to focus on your abilities to actually manage, develop and train a strong staff. As the year has progressed, your operational skills in the café have grown and you have shown a great deal of improvement in your ability to effectively manage your staff.

You are consistently approachable and open to your staff and customers. You are outgoing, inquisitive and a very good listener. Your staff goes to you with questions and concerns. You address their issues and are consistent between staff members. I have seen over the course of this year that you have become more cognizant about how your responses to your staff have an affect when you are gone and I can tell by talking with them that you are giving them clear directions and consistent messages. While you share your frustrations with me, and can show me your irritation, you do work to keep this in check. I think in the coming year, you should continue to address this so that you can keep the level of frustration you experience in check. You generally handling scheduling, delivery and other issues appropriately; realize that because you can handle and control these issues, you have the power to keep your frustration level in check.

Early in the year, you ran into some issues with your first café lead. Jordan had some non-work issues that, while never causing her to miss a shift, did affect her attention when she was working. You worked with me to straddle the line of being concerned while working with Jordan to ensure she performed to standard. Over time, you were able to lessen the time she spent addressing or engaging these issues while at work. Your actions showed that you learned that spending your time addressing these non-work issues took away from your ability to direct the rest of the staff. Now with a new café lead not performing to standard, you have worked quickly to address her performance, regardless of any outside issues. When Melody was having time and attendance problems, you worked with me on an improvement plan and saw improvements as soon as we delivered the plan. You saw from her quick and striking change that the process does work and then you were much quicker to want to employ it when you saw issues develop with your new café lead.

You have a keen ability to analyze your sales and issues in your department. You know your café numbers. You worked well with our previous café manager who became an Assistant Store Manager at our store. You effectively used him as a resource. You were very prepared for every partner visit and seemed to get a great deal of valuable information from those visits. As some hiring decisions have turned out to not be good for the store, you have shown that you are honing your skills at determining the right hires for our café. You do seem to learn from each mistake and take what you learned into the next hire. While at first you were looking for outgoing personalities and were willing to work with some unique scheduling, you found that flexibility became an issue. You also found from one hire that an outgoing personality and flexible schedule did not compensate for a lack of ability to focus on details. You communicate these lessons to me and the most recent hires seem to be much better employees. You effectively use the curriculum and I can see that you and your staff are invested in the process. Your staff is trained thoroughly and they are cognizant about where they are in the process.

In the coming year, you must ensure your staff is completely focused on achieving sales goals and ATV goals. This year, you missed sales by -4.55% and missed ATV by -\$0.10. You worked diligently to ensure that the staff was trained and coached and developed and that operations were consistently performed to standard over the year. You learned to let the staff do their job and coach them to disengage from a task to help a customer instead of you jumping in to make sure the customer is taken care of correctly. You enthusiastically motivated your staff using contests and challenges. Earlier this year, you challenged your staff to increase their personal ATVs. Now discussion of ATV has become part of the banter in the café. The most important result is that I have seen much more consistent and effective employment of FUN by your staff. This diligence and attention to detail should have resulted in you hitting your goals, but unfortunately, you did not. Still, do not stop from continuing to focus on training and coaching. You have worked to implement the metrics into the store's café culture; now you must work to ensure that each staff member drives these metrics to help you achieve your sales goals.

## Section 2 - Overall Rating and Comments

## Overall Rating and Comments Summary

Rating: Meets Standards

3.1

## Comments:

Kelly, this was a challenging year that you approached with determination and enthusiasm. At any time, you could have given up, but not only did you continue, you worked to come up with better approaches to try to hit your goals. It is clear to me that in your analysis of the café, you will figure out what worked and what did not work, and apply that analysis to your next decision. You stay focused and are always full of energy. I really enjoy working with you and I am really excited to see your hard efforts bring you better results in the coming year.

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**Overall Rating**

<b>Final Overall Rating</b>	<b>MS</b>	<b>Meets Standards</b>
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<b>Salary as of</b>	<b>01/31/2014</b>	<b>\$33,000.00</b>	<b>New Salary</b>	<b>\$34,000.00</b>
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Please attach a separate sheet for employee comments.

I certify that I have read, understand, and will comply with the Code of Business Conduct and Ethics, as it may be amended by the Company from time to time.

Employee Signature

Date

Manager Signature

Date

☒ District Manager's ApprovalReturn to Evaluation